



Promotions CPT Atherton



Saldiar Sunnart Institute

Terminal Learning Objective

ACTION:	Manage Officer Promotion Management System (OPMS)
CONDITION S:	Given AR 600-8-29, Officer Promotions, MILPER Promotion Messages, Student Handouts, a blank DA Form 78-R, and class notes
STANDARDS:	Identify procedures and characteristics of the decentralized and centralized Officer Promotion Management System (OPMS); calculate the Promotion Eligibility Date (PED) for 1LT/CW2 IAW AR 600-8-29 and MILPER Messages. Outside the classroom, your performance standard will be 100% accuracy; within this course it will be obtaining a passing score on an exam of this material.



Evaluati On

 Task: 20 of 40 question on a multiple choice exam

- Conditions:
 - Open notes exam
 - Can not use Practical Exercise for the Exam

Standards: 70% or higher final grade



References

- AR 600-8-29 Officer Promotions (30 Nov 94)
- MILPER Messages
- Online Resources

- National Guard: AR 135-155 (24 Oct 01)
- Reserve Component: AR 135-155 (24 Oct 01)



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- Governing Laws & Regulations
- Purpose
- Promotions Systems
- Other Promotion Guidelines
- Sources of Promotion Information
- Conclusion
- Summary



Laws & Regulations

- AR 600-8-29
 - DOPMA Defense Officer Personnel Management Act
 - WOMA Warrant Officer Management Act
 - Title 10, United States Code



Reference: Summary, page i

Purpos e

- Ensure Best Qualified Advance
- Provide Career Incentive Based on Potential
- Preclude Promotion of Ineligible
- Provide a Equitable System



Reference: Para 1-1

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Promotion Systems

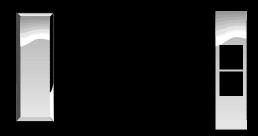
- Decentralized
 - Promotion to 1LT and CW2
 - Authorized by CDRs of grade LTC or higher
- Centralized
 - Promotion to grades CPT to MG
 - Promotion to grades CW3 to CW5
 - Conducted by convening boards at DA
- Presidential Appointment
 - Promotion to LTG and GEN



Reference: Para 1-7 & 1-9b



Promotions to 1LT/CW2



Decentralized Promotion System



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Promotion Eligibility

Promotion Authorities

Automated Promotion Application

Non-Select for Promotion



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Promotion Eligibility

- Determined by Army G1 (Formerly DCSPER)
- Approved by Secretary of the Army (SA)
- Based on:
 - Promotion Eligibility Date (PED)
 - Active Date of Rank (ADOR)
 - Time in Grade (TIG)



Reference: Para 1-10b, 1-10c

Compute Promotion Eligibility Date (PED) For 2LT

SECTION III - SERVICE DATA				
PEBD		CURRENT PPN	EAD CURRENT TOUR	
2	20020601 A1 20020601		20601	
BASIC DA	TE OF APT	BASIC YR GP	SOURCE OF ORIG APT	
2	0020601	FY02	USMA	
MO/DAYS AFCS		MO AFS	TYPE OF ORIG APT	
015/30		016	USAR	
CURR SVC AGRMT/EXPR DATE		DATE	DATE PROJ/MAN RET	
	2LT-WO1	1LT-CW2	CPT-CW3	MAJ-CW4
ADOR	2002060	1		
PDOR				



Soldier Support Institute Compute Promotion Eligibility Date (PED) For 2LT

SECTION III - SERVICE DATA				
PEBD		CURRENT PPN	EAD CURRENT TOUR	
2	0020612	D5	20020612	
BASIC DA	ATE OF APT	BASIC YR GP	SOURCE OF ORIG APT	
2	20020601 FY02 ROT		OTC	
MO/DAYS AFCS		MO AFS	TYPE OF ORIG APT	
015/19		016	USAR	
CURR SVC AGRMT/EXPR DATE		DATE	DATE PROJ/MAN RET	
	2LT-WO1	1LT-CW2	CPT-CW3	MAJ-CW4
ADOR	2002060	1		
PDOR				

ASCRETE MAN

Compute Promotion Eligibility Date (PED) For 2LT

SECTION III - SERVICE DATA				
PEBD	CURRENT PPN EAD CURRENT TOUR		ENT TOUR	
1	19980221 D5 20020603		20603	
BASIC DA	ATE OF APT	BASIC YR GP	SOURCE OF ORIG APT	
20020603 FY02		0	OCS	
MO/DAYS AFCS		MO AFS	TYPE OF ORIG APT	
015/28		067	USAR	
CURR SVC AGRMT/EXPR DATE		DATE PROJ/MAN RET		
	2LT-WO1	1LT-CW2	CPT-CW3	MAJ-CW4
ADOR	2002060	3		
PDOR				

Compute Promotion Eligibility Date (PED) For WO1

SECTION III - SERVICE DATA					
PEBD		CURRENT PPN	EAD CURRENT TOUR		
19920909		D5	20010127		
BASIC DA	ATE OF APT	BASIC YR GP	SOURCE OF ORIG APT		
2	20010127 FY02				
MO/DAYS AFCS		MO AFS	TYPE OF ORIG APT		
018/02		021	USAR		
CURR SVC AGRMT/EXPR DATE		DATE PROJ/MAN RET			
	2LT-WO1	1LT-CW2	CPT-CW3	MAJ-CW4	
ADOR	2001012	7			
PDOR					





Question s?





Practical Exercise #1



Promotion Authorities

- Approval Authority
 - Normally Senior Rater (BN CDR)
 - Must be LTC or frocked MAJ (P) in command
- Promotion Review Authority (PRA)
 - CDR having GCMA
 - 1st General Officer (GO) in chain of command with a judge advocate available



Reference: Para 3-5a



Promotion Management

- Promotions via web-based application on eMILPO
- Direct access for promotion authorities & authorized representatives
- View eligible officers 2 months prior to promotion effective dates thru eMILPO
- Must have an AKO account to access promotions application
- Promotion is automatic unless actively precluded by COC (effective Jan 04)





Promotion Management

- Automatic updates include:
 - TAPDB & DFAS
 - Generates a promotion order
 - Sent directly to officer's OMPF
 - Retrievable thru TOPMIS II
- Flagged officers (per AR 600-8-2)
 - Identified on web application
 - Automatically disapproved for promotion
- Eligible for promotion after lifting flag in eMILPO & processing update thru TAPDB





Promotion Management

- Must be updated by 20th of each month
- PSB CDRs have ability to monitor promotion submissions for units serviced
- Eliminates all paper, except for non-selects
 - Promotion authority fills out a DA Form 78-R
 - Held until promotion status resolved



Automated Procedures

- Log on to https://emilpo.ahrs.army.mil
- Enter AKO User ID/Password
- Under "Applications," click on "Promotions to 1LT/CW2"
- Re-enter AKO User ID/Password
- Automated Junior Promotion Menu appears

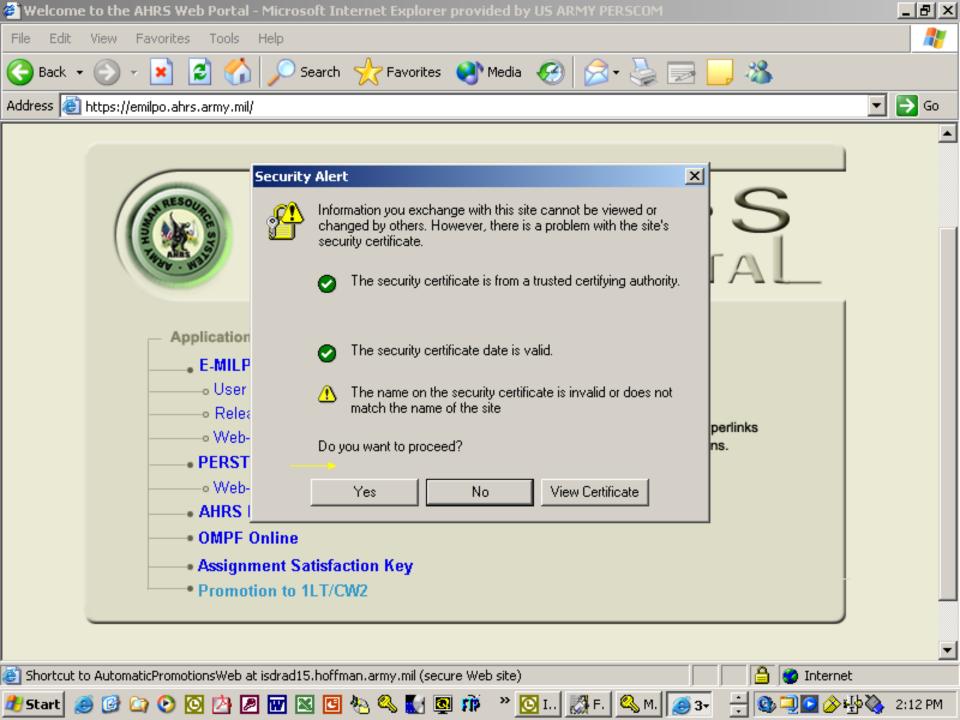


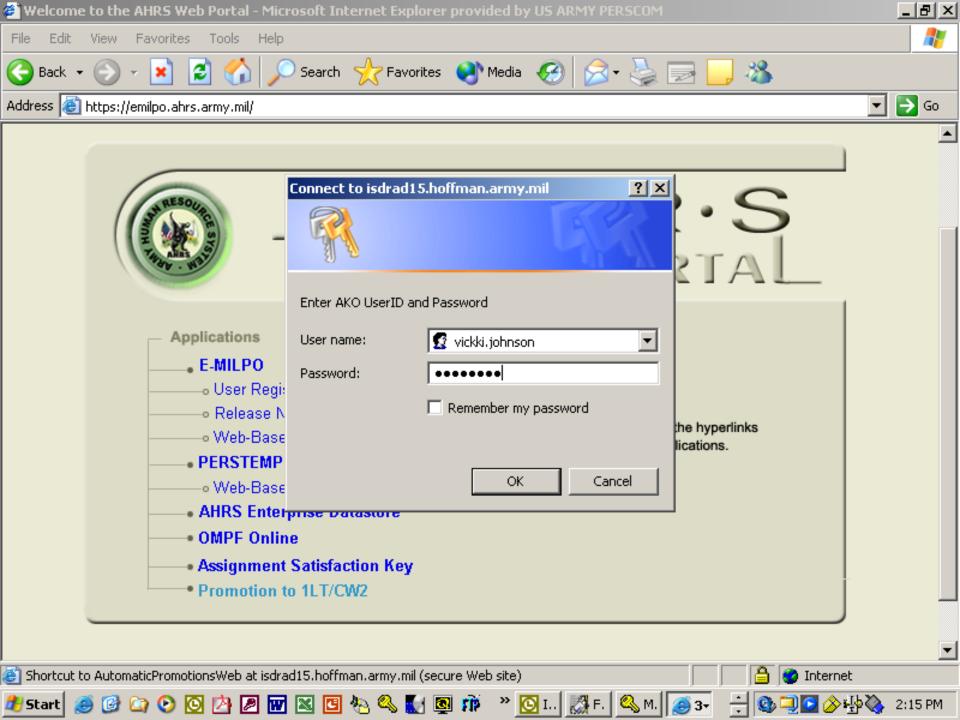


WEB DEMONSTRATION









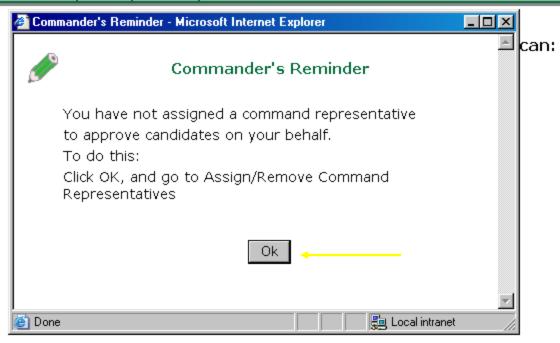




PROMOTIONS TO 1LT 🔳 /CW2 📳



view Promotions Data | Personnel Administration | Home | Log Out |





ASSIGN/REMOVE COMMAND REPRESENTATIVES

























ess 🙆 http://d6412:8080/AutomaticPromotionsWeb/AdminInfoServlet?action=FirstTime







view Promotions Data

Personnel Administration

Home

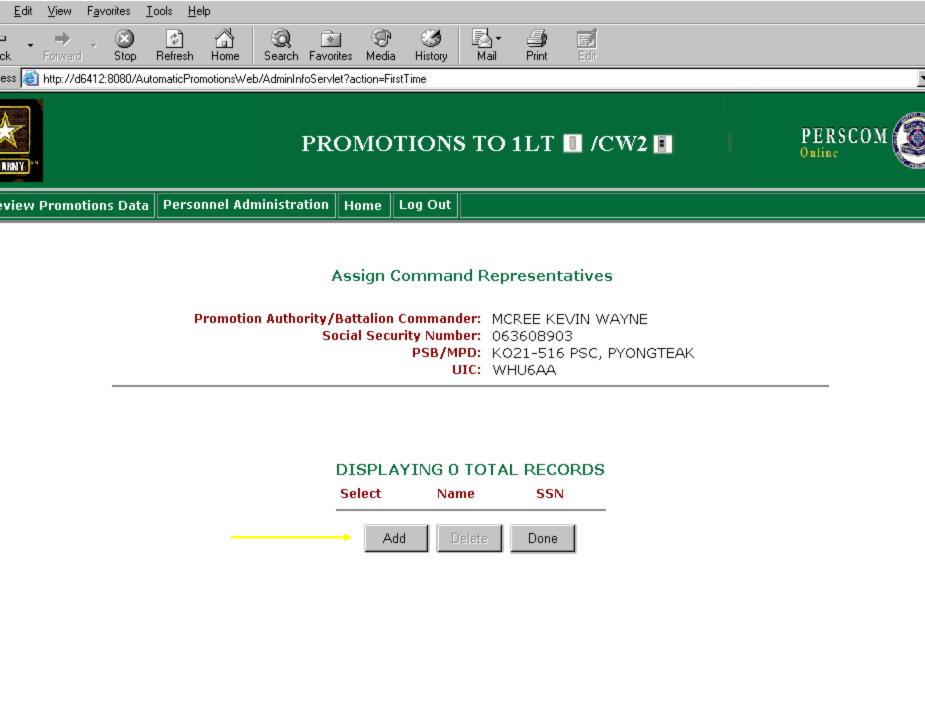
Log Out

As the Promotion Authority/Battalion Commander you can:

PSB Review Review Promotions Data Assign/Remove Command Representative

Allows you to assign/remove personnel to approve/disapprove promotions on your behalf.

Privacy & Security



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Assign Command Representatives

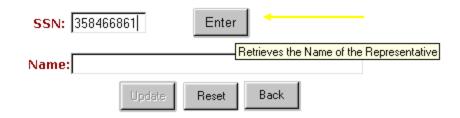
Promotion Authority/Battalion Commander: MCREE KEVIN WAYNE

Social Security Number: 063608903

PSB/MPD: KO21-516 PSC, PYONGTEAK

UIC: WHU6AA

Enter SSN of Representative





Assign Command Representatives

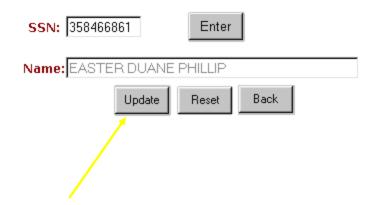
Promotion Authority/Battalion Commander: MCREE KEVIN WAYNE

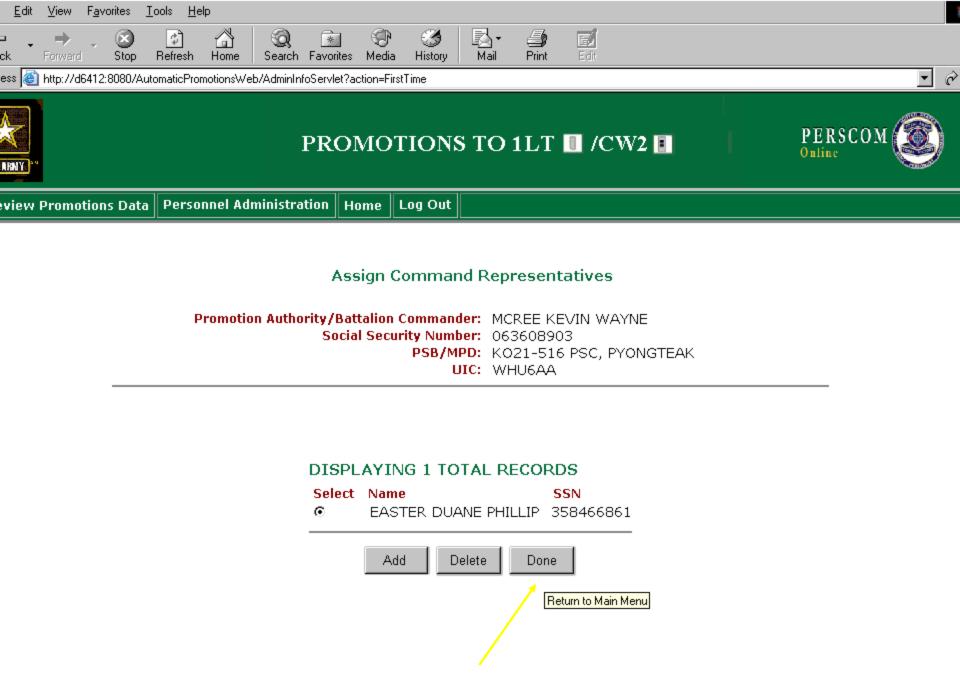
Social Security Number: 063608903

PSB/MPD: KO21-516 PSC, PYONGTEAK

UIC: WHU6AA

Enter SSN of Representative







REVIEW PROMOTIONS DATA





<u>V</u>iew

Favorites :

Tools

Refresh

Home

http://d6412:8080/AutomaticPromotionsWeb/AdminInfoServlet?action=FirstTime

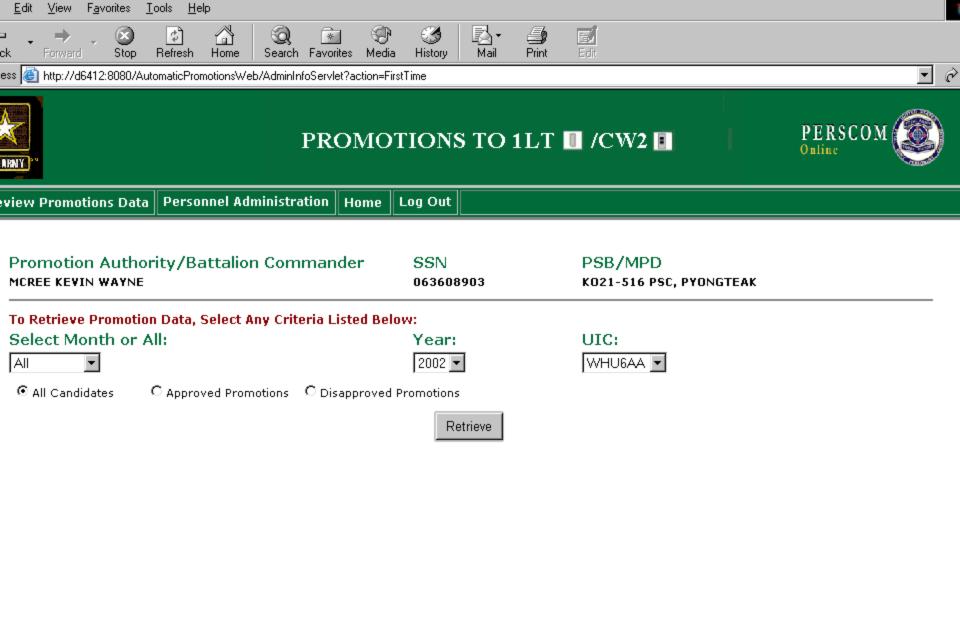
Search Favorites

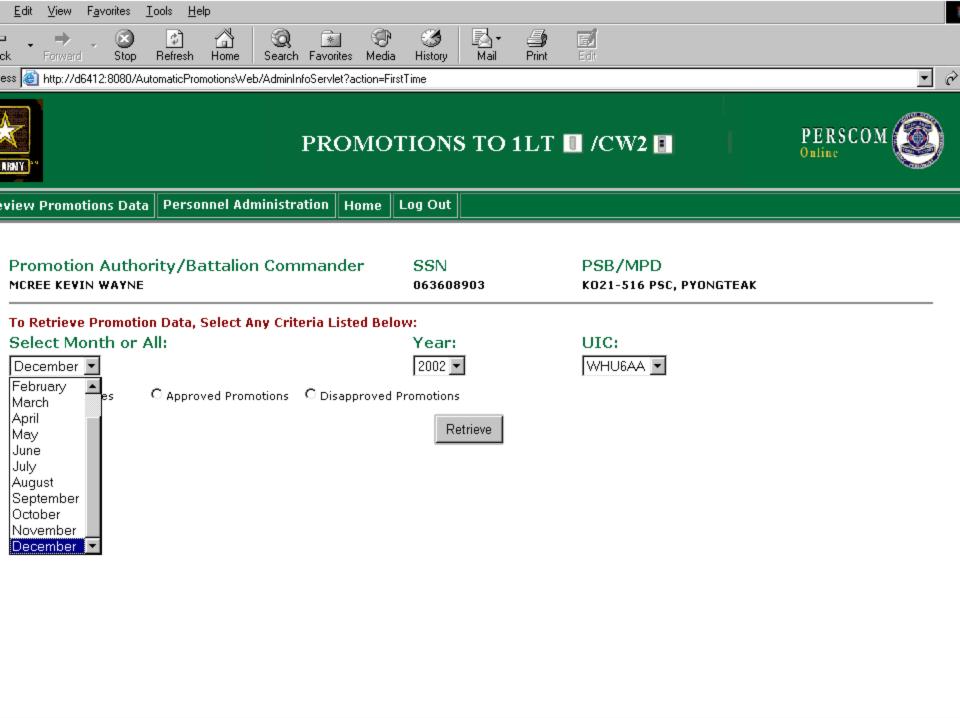
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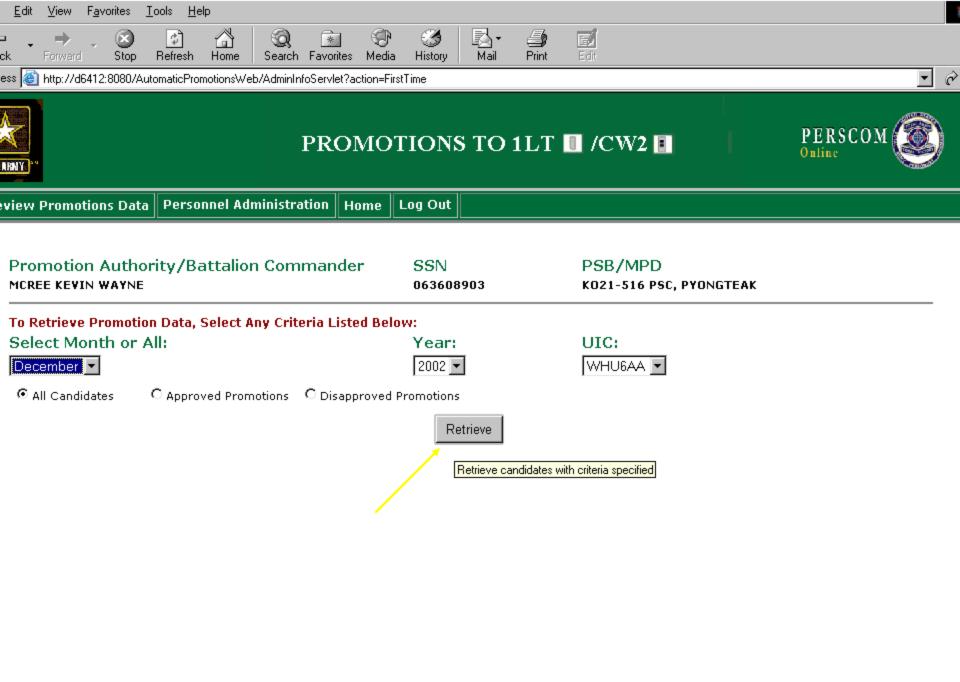
History

Privacy & Security

∂Go









PROMOTIONS TO 1LT 🔳 /CW2 💵



view Promotions Data | Personnel Administration | Home | Log Out | Promotion Input Must Be Submitted No Later Than The 20th of November Promotion Authority/Battalion Commander SSN PSB/MPD MCREE KEVIN WAYNE **KO21-516 PSC, PYONGTEAK** 063608903 To Retrieve Promotion Data, Select Any Criteria Listed Below: Select Month or All: Year: UIC: WHU6AA 🔻 2002 🔻 All C Approved Promotions C Disapproved Promotions All Candidates. Current Listing: All Candidates for Month December Year 2002 UIC's WHU6 Page Number 1 Pages Available: 12 **Promotion** Promotion Flagged Disapprove Remarks Name SSN Effective MPCAD HIC Approval Date Displaying 1 - 20 of 26 total records found RANKIN ADAM D 034668239 12/02/2002 0 WHU6AA Disapproved V ┌ VALAINIS JOHN A 036563629 12/02/2002 WHU6AA П ┌ FISHMAN JOSHUA M 049744821 12/02/2002 WHU6AA П ┌ 12/02/2002 WHU6AA LOWRANCE STEPHANIE LYNN 083567595 П ┌ WHU6AA PARK SANG Y 101662823 12/02/2002 ┌ THOMPSON CRAIG R 136724618 12/02/2002 WHU6AA П 213275173 12/02/2002 ┌ WHU6AA KIM YUNG J ┌ MITCHELL MONICA S 214416131 12/02/2002 WHU6AA П



PROMOTIONS TO 1LT 🔳 /CW2 🔢



view Promotions Data | Personnel Administration | Home | Log Out | Promotion Input Must Be Submitted No Later Than The 20th of November Promotion Authority/Battalion Commander SSN PSB/MPD MCREE KEVIN WAYNE 063608903 **KO21-516 PSC, PYONGTEAK** To Retrieve Promotion Data, Select Any Criteria Listed Below: Select Month or All: Year: UIC: 2002 🔻 WHU6AA ▼ All C Approved Promotions C Disapproved Promotions All Candidates. Current Listing: All Candidates for Month December Year 2002 UIC's WHU6 Page Number 1 Pages Available: 12 **Promotion** Promotion Disapprove Flagged Remarks Name SSN Effective MPCAD HIC Approval Date Displaying 1 - 20 of 26 total records found RANKIN ADAM D 034668239 12/02/2002 0 WHU6AA Disapproved V ┌ VALAINIS JOHN A 036563629 12/02/2002 WHU6AA ┌ FISHMAN JOSHUA M 049744821 12/02/2002 WHU6AA ┌ 12/02/2002 WHU6AA LOWRANCE STEPHANIE LYNN 083567595 ┌ WHU6AA PARK SANG Y 101662823 12/02/2002 ┌ THOMPSON CRAIG R 136724618 12/02/2002 WHU6AA П 213275173 12/02/2002 ┌ WHU6AA KIM YUNG J ┌ MITCHELL MONICA S 214416131 12/02/2002 WHU6AA П



PROMOTIONS TO 1LT 🔳 /CW2 💵



view Promotions Data Personnel Administration Home Log Out

Candidate Disapproval Justification

Promotion Authority/Battalion Commander

SSN

PSB/MPD

MCREE KEVIN WAYNE

063608903

KO21-516 PSC, PYONGTEAK

In accordance with DODD 1320.10, a 2LT not recommended for promotion will be retained for evaluation six months after promotion eligibility date (PED), unless their retention is inconsistent with good order and discipline as determined by the approval authority and/or promotion review authority. If after the six-month retention period the officer is still not qualified for promotion to 1LT, then the officer is released from active duty in accordance with AR 600-8-29, not later than 90 days after notification of pending separation.

Candidate: RANKIN ADAM D

SSN: 034668239

MPCAD: O

UIC: WHU6AA

Promotion Eligibility Date: 12/02/2002
Promotion Effective Date: 12/02/2002

Disapprove Reason Code: ENTRY INTO WEIGHT CONTROL PROGRAM

Remarks:

| Save | Cancel | Back | |



PROMOTIONS TO 1LT II /CW2 II



view Promotions Data | Personnel Administration | Home | Log Out | Promotion Input Must Be Submitted No Later Than The 20th of November Promotion Authority/Battalion Commander SSN PSB/MPD MCREE KEVIN WAYNE **KO21-516 PSC, PYONGTEAK** 063608903 To Retrieve Promotion Data, Select Any Criteria Listed Below: Select Month or All: Year: UIC: WHU6AA 🔻 2002 🔻 All C Approved Promotions C Disapproved Promotions All Candidates. Current Listing: All Candidates for Month December Year 2002 UIC's WHU6 Page Number 1 Pages Available: 12 **Promotion** Promotion Flagged Disapprove Remarks Name SSN Effective MPCAD HIC Approval Date Displaying 1 - 20 of 26 total records found RANKIN ADAM D 034668239 12/02/2002 0 WHU6AA Disapproved V ┌ VALAINIS JOHN A 036563629 12/02/2002 WHU6AA ┌ FISHMAN JOSHUA M 049744821 12/02/2002 WHU6AA П ┌ 12/02/2002 WHU6AA LOWRANCE STEPHANIE LYNN 083567595 П ┌ WHU6AA PARK SANG Y 101662823 12/02/2002 ┌ THOMPSON CRAIG R 136724618 12/02/2002 WHU6AA П 213275173 12/02/2002 ┌ WHU6AA KIM YUNG J ┌ MITCHELL MONICA S 214416131 12/02/2002 WHU6AA П



PROMOTIONS TO 1LT 🔳 /CW2 💵



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Candidate Disapproval Justification

Promotion Authority/Battalion Commander SSN PSB/MPD

MCREE KEVIN WAYNE 063608903 KO21-516 PSC, PYONGTEAK

In accordance with DODD 1320.10, a 2LT not recommended for promotion will be retained for evaluation six months after promotion eligibility date (PED), unless their retention is inconsistent with good order and discipline as determined by the approval authority and/or promotion review authority. If after the six-month retention period the officer is still not qualified for promotion to 1LT, then the officer is released from active duty in accordance with AR 600-8-29, not later than 90 days after notification of pending separation.

Candidate: VALAINIS JOHN A

SSN: 036563629

MPCAD: O

UIC: WHU6AA

Promotion Eligibility Date: 12/02/2002
Promotion Effective Date: 12/02/2002

Disapprove Reason Code: - No Selection -

Remarks:

Save Cancel Back



PROMOTIONS TO 1LT **II** /CW2 **II**



view Promotions Data | Personnel Administration Home Log Out

Candidate Disapproval Justification

Promotion Authority/Battalion Commander

SSN

PSB/MPD

MCREE KEVIN WAYNE

063608903

KO21-516 PSC, PYONGTEAK

Back

In accordance with DODD 1320.10, a 2LT not recommended for promotion will be retained for evaluation six months after promotion eligibility date (PED), unless their retention is inconsistent with good order and discipline as determined by the approval authority and/or promotion review authority. If after the six-month retention period the officer is still not qualified for promotion to 1LT, then the officer is released from active duty in accordance with AR 600-8-29, not later than 90 days after notification of pending separation.

Candidate: VALAINIS JOHN A

SSN: 036563629

MPCAD: O

UIC: WHU6AA

Promotion Eligibility Date: 12/02/2002 Promotion Effective Date: 12/02/2002

Disapprove Reason Code: | - No Selection -

- No Selection -ADVERSE ACTION ELIMINATION - FIELD INITIATED REMOVAL FROM A SELECTION LIST - FIELD INITIATED REFERRED OFFICER EVALUATION REPORT Remarks: SECURITY VIOLATION

REMOVAL FROM SELECTION LIST - HEADQUARTERS DA INITIATED HQDA DIRECTED REASSIGNMENT (ADVERSE ACTION) PUNISHMENT PHASE (ADVERSE ACTION) ARMY PHYSICAL FITNESS TEST FAILURE ENTRY INTO WEIGHT CONTROL PROGRAM

Save Cancel



PROMOTIONS TO 1LT II /CW2 II



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Candidate Disapproval Justification

Promotion Authority/Battalion Commander

SSN

PSB/MPD

MCREE KEVIN WAYNE

063608903

KO21-516 PSC, PYONGTEAK

In accordance with DODD 1320.10, a 2LT not recommended for promotion will be retained for evaluation six months after promotion eligibility date (PED), unless their retention is inconsistent with good order and discipline as determined by the approval authority and/or promotion review authority. If after the six-month retention period the officer is still not qualified for promotion to 1LT, then the officer is released from active duty in accordance with AR 600-8-29, not later than 90 days after notification of pending separation.

Candidate: VALAINIS JOHN A

SSN: 036563629

MPCAD: O

UIC: WHU6AA

Promotion Eligibility Date: 12/02/2002
Promotion Effective Date: 12/02/2002

Disapprove Reason Code: | SECURITY VIOLATION

Remarks:

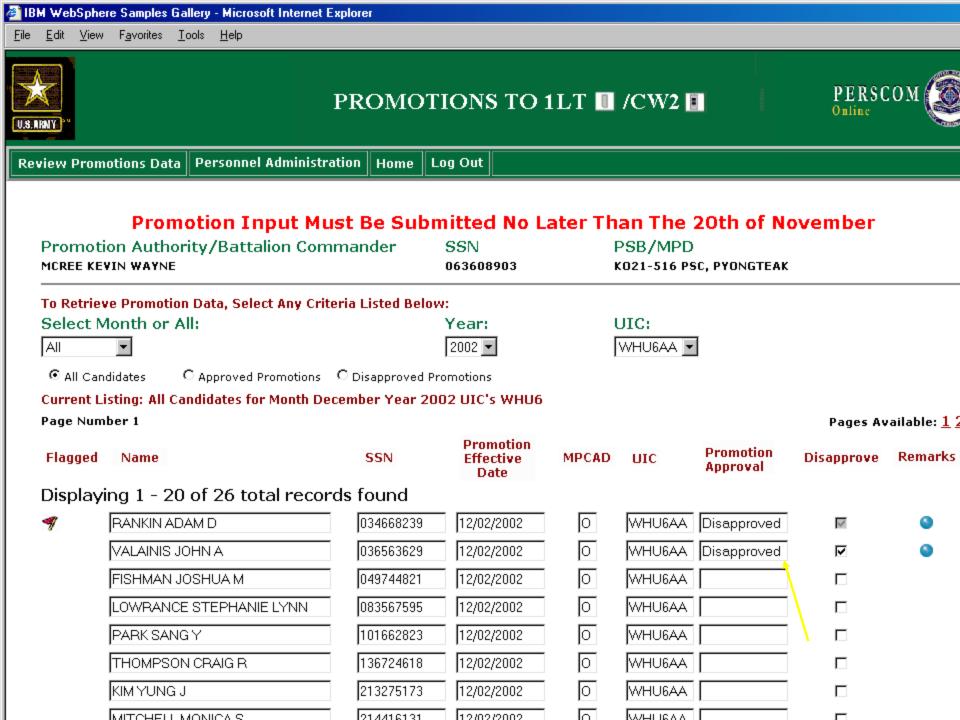
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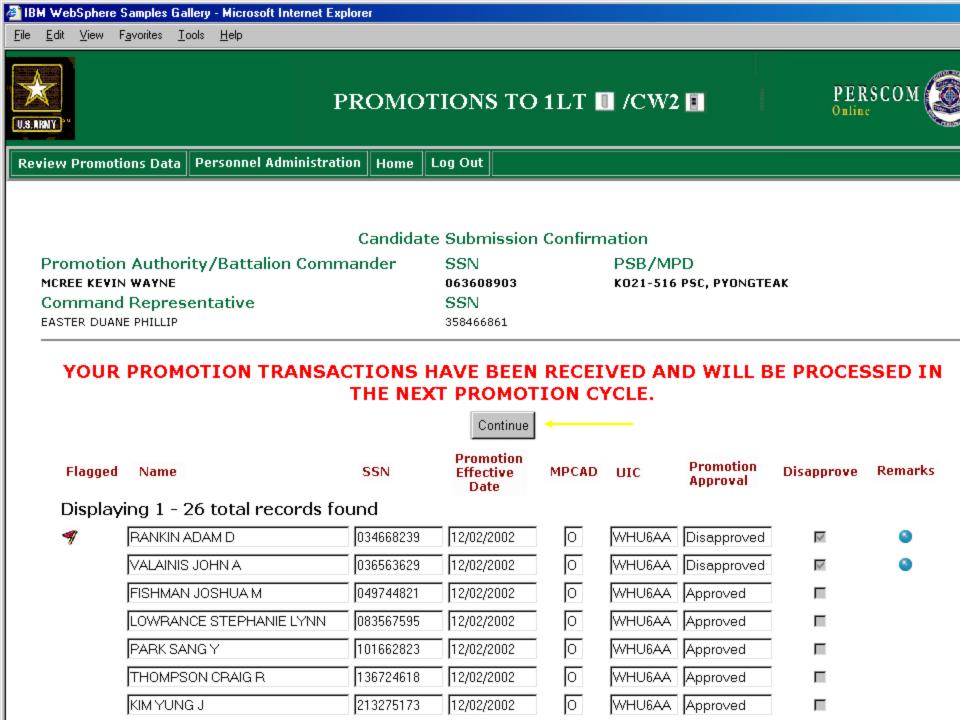
Top Secret required

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Back







PSB REVIEW







PROMOTIONS TO 1LT 🔳 /CW2 🔢



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Favorites Tools Help

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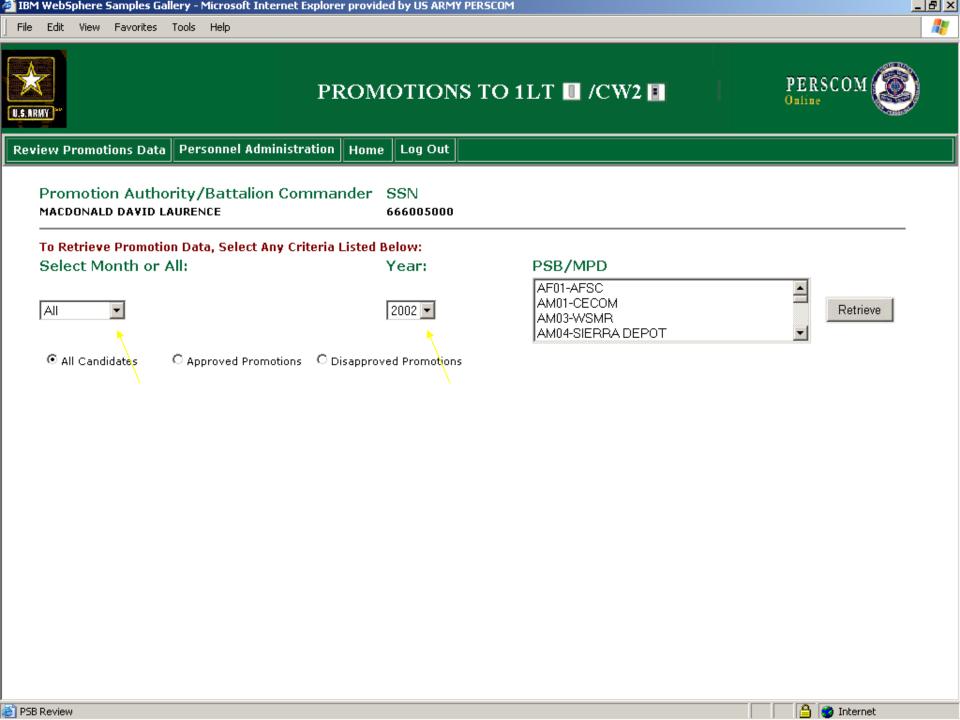
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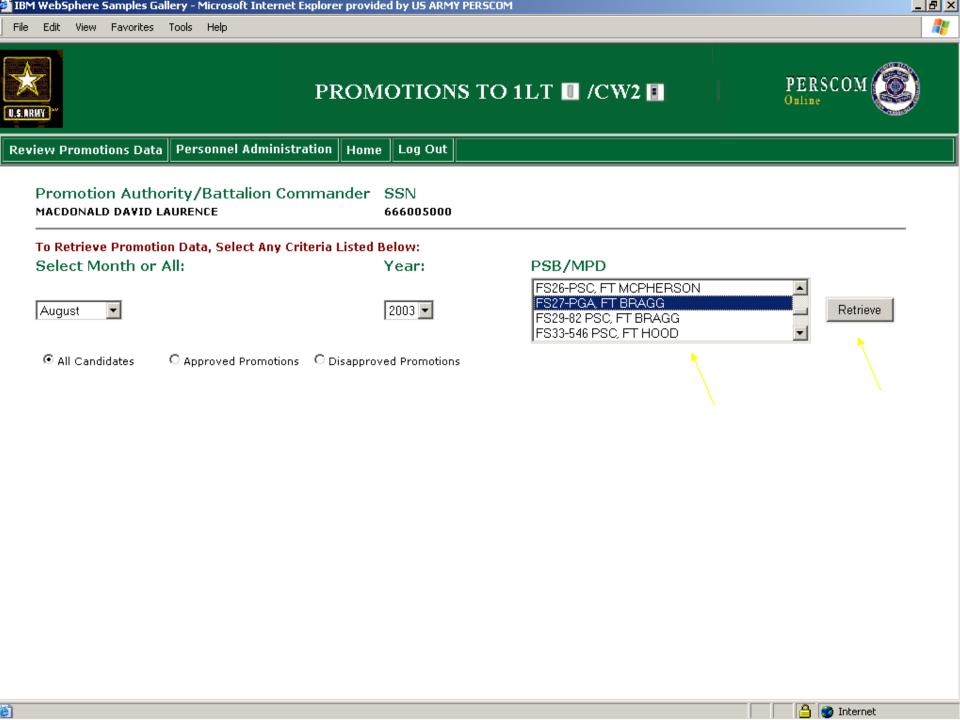
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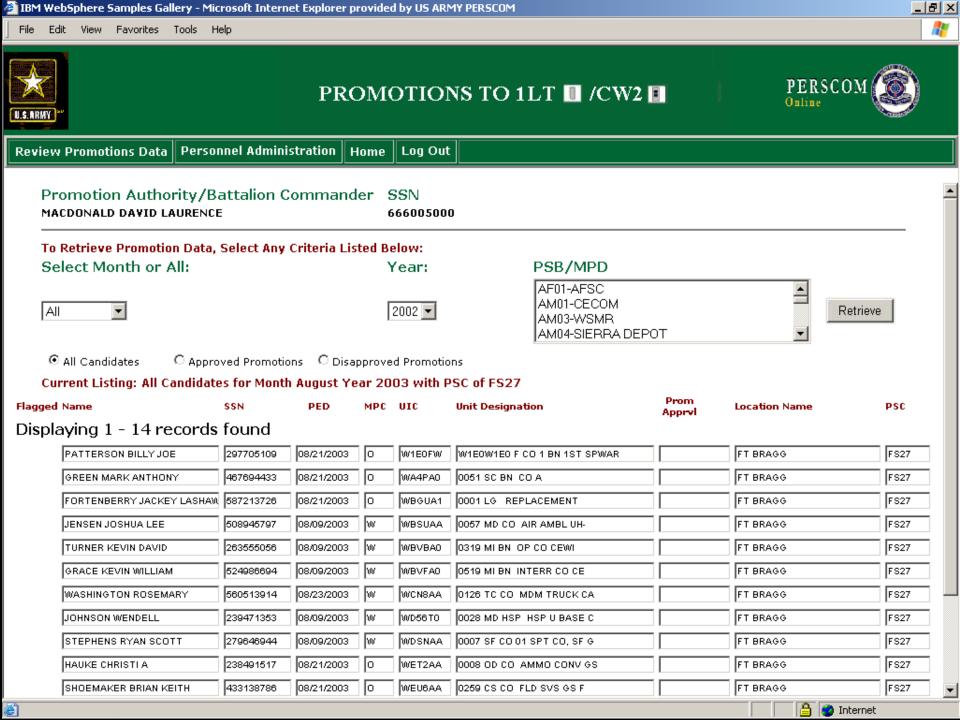
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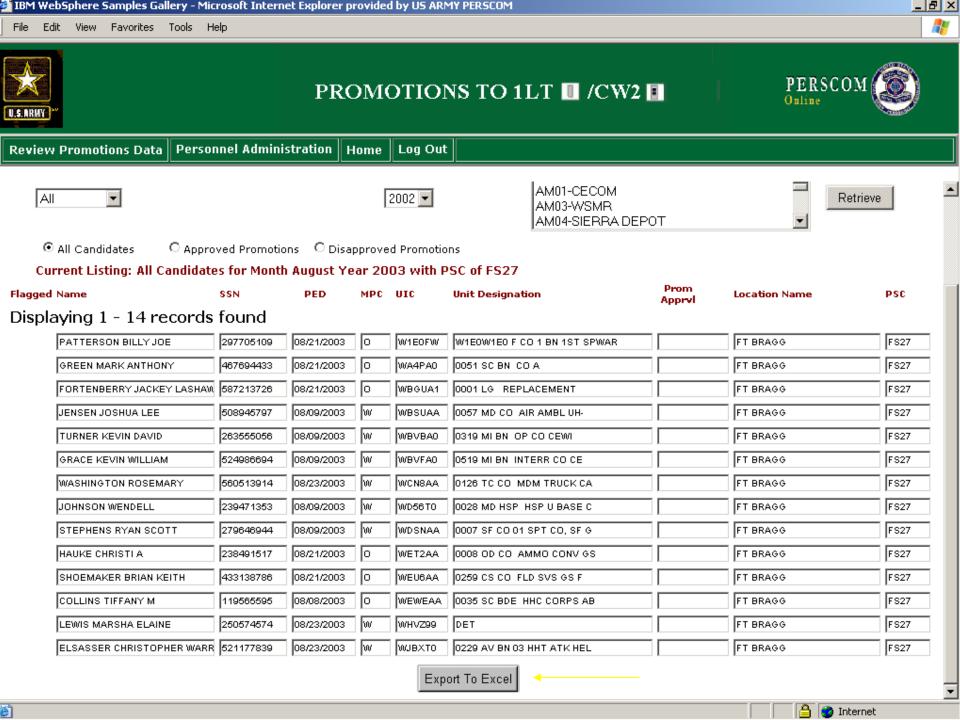
Assign/Remove Command Representative

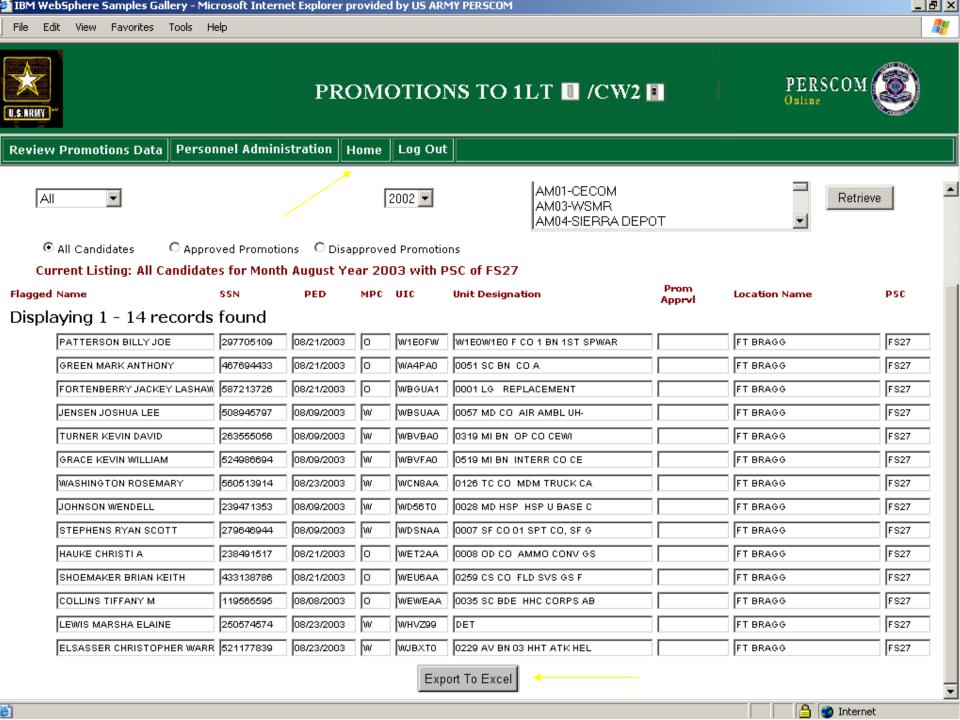
Privacy & Security







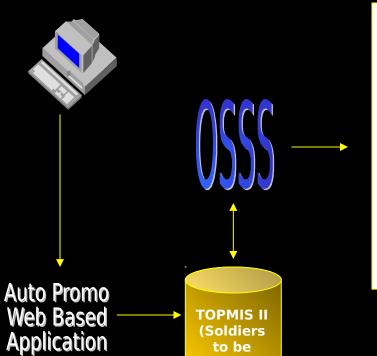


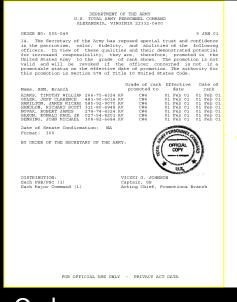


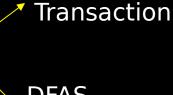
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Automatic Promotions Flow

Promotion Authority/Battalion S1







TAPDB

DFAS Transaction

Orders



AG Officer Basic Course

promoted

Institute **Non-Select for Promotion**

- To 1LT
 - 6 month evaluation period if a potential for promotion exists
 - Separate within 90 days if performance determined inconsistent with good order and <u>discipline</u>
- To CW2
 - Separate within 90 days
- Exceptions (AR 635-100 / 635-120)
 - Revert to enlisted rank if statutory requirement
 - If 2 years from retirement REFRAD
 Reference: Para 3-5g & MILPER 02-022

AG Officer Basic Course







Questions



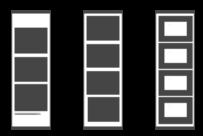


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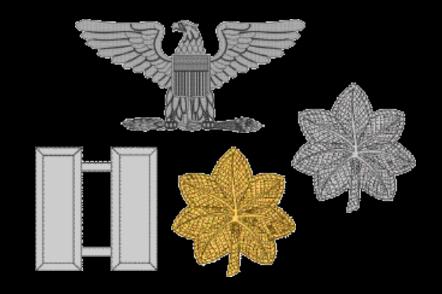
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Centralized Promotion System



Warrant Officer

Commissione d Officer





AG Officer Basic Course

Coldier Support Institute Outlin

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- Centralized Promotion System
- Promotion Eligibility
- Promotion Zones
- Order of Promotion
- Promotion Acceptance
- Promotion Ceremonies
- Non-Selection
- Selective Continuation
- Other Centralized Boards



AG Officer Basic Course

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Centralized Promotion System

- Board convenes to determine individuals selected for promotion
 - Separate board for each competitive category and grade
 - Composed of at least 5 active duty officers
 - Senior in grade to those under promotion consideration
 - Representation from each category under consideration
- Annual schedules published by HRC
 - MILPER Messages
 - HRC Web Page



Reference: Para 1-30, 1-31 & handouts



Promotion Eligibility

- Determined by Army G1 (Formerly DCSPER)
- Approved by Secretary of the Army (SA)
- Based on
 - Active Date of Rank (ADOR)
 - Time in Grade (TIG)



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Memorandum of Instruction

- From Secretary of the Army to Board
- Specifies method of selection:
 - Fully Qualified
 - Best Qualified
- Specifies promotion numbers:
 - Total below the zone selections
 - Maximum for each category



Reference: Para 1-33 & 1-34

Approval Authority

- Secretary of Defense approve/disapprove promotion board reports
- Secretary of Army (SA) approve/disapprove promotion board reports for:
 - Warrant Officer promotions
 - Selective continuation boards
 - Promotion review boards
- Senate confirmation required for promotions to MAJ and above



Promotion Zones

"BELOW THE ZONE"

1st Time - Only Selected Officers Applies to CW3-CW5 and MAJ-COL

"IN THE ZONE"

2d Time - Normal Career Progression

"ABOVE THE ZONE"

3d Time - Last Chance



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Two Time Non-Selection

- Discharged or released from active duty according to AR 600-8-24 unless:
 - Within 2 years of retirement on list release date
 - Retire in enlisted status if statutory requirement not met
 - Selectively continued



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Selective Continuation

- Allows continued service if not promoted in primary or above-the-zone categories
- Selective Continuation Board recommends
 officers for continued service SA approves list
- Officers cannot apply for selective continuation
- Applies to promotions to:
 - CW3, CW4, or CW5
 - MAJ or LTC



Order of Promotion

- Based on seniority (sequence number)
- Upon exhaustion of previous promotion list:
 - Above the zones promoted first
 - In the zone promoted next
 - Below the zone promoted last (still ahead of peers)
- Applies to commissioned and warrant officers





Promotion Acceptance

(1 of 2)

- Commissioned officers
 - Incur no service obligation for promotion
 - Incur minimum TIG obligation to retire at rank
 - GEN/LTG no TIG; have consent of Senate
 - MG, BG,COL, LTC 3 years
 - MAJ, CPT, 1LT 6 months (AR 350-100, 2-5)
 - OTRA commissioned officers must accept RA appointment upon appointment to MAJ (AR 601-100, Ch 2)





Promotion Acceptance

- Warrant Officers
 - Appointment to WO1 incurs 6 year obligation
 - 2 year obligation with promotion to CW3, CW4, & CW5 (AR 350-100, Para 2-5)
 - Must accept RA appointment upon promotion to CW3 (AR 601-100, Ch 2)



Reference: AR 350-100 & AR 601-100

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Promotion Ceremonies

- Conducted on effective date of promotion
- Conducted prior to effective date when:
 - Occurs on weekend or national holiday
 - Promote last duty day before effective date
 - Occurs when on leave or en route to new duty (not TDY)
 - Promote on last duty day in unit if within 15 days of effective date
- PSB/Det source of promotion certificates DD
 Form 1A



Reference: Para 1-24



Other Centralized Boards

- Promotion:
 - Special Selection Board: Error (Chap 7)
 - Promotion Review Board: Removal (Chap 8)
- Selection:
 - Senior Service Schools
 - Combined General Staff College (CGSC)
 - Senior Service College (War College)
 - Bn/Bde Command



Reference: Ch 7 & 8; handout



Questions





Other Promotion Guidelines



Outlin Coldier Support Institute Outlin

- Frocking
- Promoting Critically or Terminally III
 Officers
- Posthumous Promotions
- Managing Individual Promotions
- Information Sources



Reference: AR 600-8-29 & handouts

Frocking Criteria

- Usually applies to officers who routinely interact with high level foreign officials
- In the best interest of U.S. image
- Must not exceed allocations

Test: Does current rank severely restrict performance?



Reference: Para 6-1b

Soldier Support Institute

Frocking Conditions

(1 of 2)

- Must be on a Senate approved promotion list (except 1LT)
- Must serve in position for that grade
- Gaining unit request or concurrence
- 2 day rule



Reference: Para 6-1

Soldier Support Institute

Frocking Conditions

(2 of 2)

- May wear frocked rank when PCS
- No seniority accrued for future promotion
- Does not count as time in grade for retirement
- ID card and DA photo reflect will not reflect frocked rank

AG Officer Basic Course

Reference: Para 6-1

UNCLASSIFIED 80



Critically or Terminally III

- Must be in promotable status
- Cannot legally accelerate promotions
- CG HRC & Army G1 determine validity of promotion prior to death
- Eligible for posthumous promotion consideration



Reference: Para 1-28



Posthumous Promotions

- Eligible for promotion provided:
 - In a promotable status at time of death
 - Death not due to own misconduct
 - Not on an unauthorized absence
- Normally approved
- Higher rank reflected on official records



Reference: Para 1-29

Managing Individual Promotions

- Keep current
 - Maintain "I Love Me Book"
 - Keep ORB information updated
- Forward information to DA
 - Update file and fiche at DA
 - Provide a signed ORB
 - Current DA Photo



Caldiar Cumport Institute

Information Sources

- HRC Website
- Army Knowledge Online
- MILPER messages
- Servicing PSB/PSD



Conclusio On the state of the

Officer promotions vital element of AG branch

- Requires proactive monitoring
 - Decentralized System
 - Centralized System

100% accuracy essential



AG Officer Basic Course



Questio ns





Practical Exercise #3



Saldiar Sunnart Institute

Terminal Learning Objective

ACTION:	Manage Officer Promotion Management System (OPMS)
CONDITION S:	Given AR 600-8-29, Officer Promotions, MILPER Promotion Messages, Student Handouts, a blank DA Form 78-R, and class notes
STANDARDS:	Identify procedures and characteristics of the decentralized and centralized Officer Promotion Management System (OPMS); calculate the Promotion Eligibility Date (PED) for 1LT/CW2 IAW AR 600-8-29 and MILPER Messages. Outside the classroom, your performance standard will be 100% accuracy; within this course it will be obtaining a passing score on an exam of this material.



Summa ry

Officers can never act with confidence until they are masters of their profession.

Henry Knox



